Pacific Northwest National Laboratory

Operated by Battelle for the U.S. Department of Energy

Earned Value Management System (EVMS)

Implementing Procedures

Baseline Change Control Procedure

EVMS-P-7

Revision 0 - October, 2006

Earned Value Management System Procedure Change Log

Revision No.	Date	Change Description	Pages Changed
0	11/01/2006	Original document	All Originals

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Note: See Earned Value Management System Description Attachment A for Glossary of Terms, Definitions and Acronyms.

1.0   Introduction

This procedure defines the processes required to initiate and disposition changes to the approved project baseline. Project staff are required to use this procedure for initiating changes to the project technical/scope, schedule, or budget elements of the project baseline as defined in Table 3.1, Baseline Change Threshold Levels.

Projects are inherently dynamic, and provisions must be provided for implementing changes and keeping the baseline current with changing contractual scope, schedule, and budget constraints; and also re-evaluating project risks as baseline changes occur. Therefore, it is important that baseline changes be controlled in a disciplined manner to manage the work effectively and help ensure that customer and PNNL priorities are being addressed and risks are managed as the project progresses through to completion.

The primary objectives of the *Baseline Change Control Procedure* are to describe the process for:

- Incorporating approved technical, schedule, or budget changes into the Project Performance Measurement Baseline (PMB).

- Incorporating changes in a disciplined and timely manner.

- Maintaining clear traceability for all changes to the approved baseline.

- Obtaining appropriate approval authority prior to implementing changes.

It is necessary for the project baseline, against which cost and schedule performance is being measured, to be a reflection of the currently authorized work with a complete record of each budget and/or schedule change that has brought the baseline to its current status.

1.1   Purpose

This *Baseline Change Control Procedure* identifies the processes required to initiate and disposition changes to project-approved baseline, as defined in the Project Execution Plan (PEP). Project staff are required to use this procedure for proposing and implementing approved changes to the project scope of work, schedule, and/or budget elements of the project baseline.

1.2   Scope

It is an expectation of PNNL projects where DOE Order 413.3A, "*Program and Project Management for the Acquisition of Capital Assets*" is required or on projects where an Earned Value Management System (EVMS) is deemed appropriate, to implement project changes consistent with this procedure. This *Baseline Change Control Procedure* applies to all work at all levels of the project WBS. The baseline change management process is applicable from the initiation of a baseline change request form, to the approval process including incorporation of the change (if approved) into the project PMB and all associated technical baseline documents. This procedure also applies to the change control process for new work as directed by the customer.

Any project participant may initiate a change. Generally, the participant that is affected directly by the change is responsible for initiating the change. For those changes not initiated by a Control Account Manager (CAM), the CAM is still responsible for reviewing and for ensuring appropriate documentation is prepared to substantiate the change, including documenting proposed alterations to the currently approved project baseline scope, schedule, and/or budget. The Project Manager ensures that the change control process is used proactively and is not a reactive mechanism. Requested changes to the project baseline to eliminate poor project performance issues and/or mitigate baseline variances are generally not approved. Baseline changes designed to eliminate variances at the beginning of a fiscal year are also not appropriate unless client funding changes result in a need to adjust baseline scope, schedule, or budget parameters.

For those change requests not approved, no baseline adjustments are made, but an entry in the change control log is maintained. The project will continue to measure and report progress against the approved baseline until the change request is approved and the baseline changes are incorporated.

2.0   Baseline Development

The initial, detailed, project life-cycle scope, schedule, and budget elements of the project baseline are developed and prepared based on client-approved work authorization documents consistent with Section 2.0 of the *Earned Value Management System Description* document. Detailed work activities reflecting the project baseline scope are entered into Primavera Project Planner® (P3®), and a detailed, logic-driven schedule is generated (baseline schedule) after all logic ties are made between related schedule activities. After the schedule is reviewed and judged to be satisfactory, schedule activities in P3 are resource loaded with estimates of labor, travel, subcontracts, material/equipment, and any other cost items required to result in a realistic, detailed, and time-phased cost estimate (baseline budget) consistent with the scope, including the WBS and baseline schedule. Resource loading of the schedule is accomplished through PNNL's proprietary EVMS software called Plan.Net, which is integrated into PNNL's proposal pricing and financial processing system. Once the detailed scope, schedule, and budget elements of the project baseline are established and approved, they are then put under formal baseline change control using this procedure. Note that the detailed baseline is consistent with and can be rolled up to any desired level of the project WBS to meet the reporting requirement needs of project participants and stakeholders.

3.0   Responsibilities

The responsibilities for personnel directly responsible for Baseline Change Control activities are summarized as follows:

PNNL Project Manager

- *Endorse* Level 2 or higher BCRs to the customer for review and approval.

- Approve, reject, or resubmit all Baseline changes within PNNL Level authority (i.e., Threshold Level 3) in a timely manner.

- Authorize budget allocations from project Contingency/Management Reserve as required by the approved BCR (Level 3).

- Inform key stakeholders of Level 3 and higher changes.

Project Controls Staff

- Assist CAMs in developing and preparing BCRs, as required.

- Schedule PNNL BCCB to review PNNL Level 3 or higher BCRs.

- Update the Project Baseline schedules, resources, and budgets in accordance with the approved BCR.

- Allocate the project Contingency/Management Reserve as required per the BCR.

- Update and maintain the BCC Log for formal BCR changes. Track all approved Contingency/Management Reserve changes.

Control Account Managers

Identify/forecast need for BCRs to Project Controls staff.

- Develop and prepare BCR with the required budget/schedule/technical documentation.
- Provide input to Project Controls staff concerning affected WBS elements and activities.
- Attend BCCB to present BCRs for Project Manager review and approval.

4.0 Baseline Change Threshold Levels

A project Change Control Board (CCB) will adjudicate project changes submitted to it. Suggested thresholds for determining the classification of a change are shown in Table 3.1 below. **Project specific change control thresholds (defined for scope/budget/schedule) and approval levels will be in accordance with the project change control guidelines specified in the PEP.** These thresholds are based on an assessment of the impact of the change on the project technical, schedule, and budget elements of the project baseline and are approved by the client.

The change process commences with a project participant identifying a condition that represents a departure or a variance to a budget, schedule, or technical requirement. All changes will be reviewed at the participant level and handled at the lowest approval level possible. Only if the change is qualified by impact is it presented to the CCB. The CCB will review changes presented to it on an as-needed basis. The CCB will act on all changes submitted by approving, disapproving, or conditionally approving changes as well as providing recommendations to the customer for changes outside the authority of the PNNL Project Manager.

For projects required to implement DOE Order 413.3A, there are four baseline change threshold levels (0, 1, 2, and 3) with corresponding thresholds for scope, schedule and budget, as indicated in Table 4.1. The type of change and the impact on the scope, schedule, and budget elements of the project baseline determines the level of a change. A BCR is submitted for approval whenever a proposed change exceeds the technical scope thresholds and resultant schedule and/or budget impacts delineated in Table 4.1. Changes are treated on an individual basis when determining threshold levels. That is, the cumulative affect that the project may have experienced from a series of previously approved changes does not determine the change level. If a BCR impacts more than one threshold, the change will be assigned the highest level of the associated thresholds.

Table 4.1.   Suggested Baseline Scope, Schedule, and Budget Change Threshold Levels for Projects
Required to Implement DOE Order 413.3

	Secretarial Acquisition Executive (SAE) (Level 0)	**Program Secretarial Officer (PSO) (Level 1)**	**Federal Project Manager (Level 2)**	**PNNL Project Manager (Level 3)**
Technical Scope	Any change in scope and/or performance that affects mission need requirements or is not in conformance with current approved Project Data Sheet	Changes to scope that may affect operation functions but does not affect mission need	Any change affecting the approved scope as defined at the capability/facility level of the WBS	Any change affecting the approved scope as defined at the Control Account level of the WBS
Budget	Increase in excess of $25M or 25% (cumulative) of the original baseline budget.	>$5M use of contingency without an increase to TPC or TEC	>=$100K to <$5M use of contingency without an increase to TPC or TEC	<$100K use of contingency (PNNL management reserve) without an increase to TPC or TEC
Schedule	6 month or greater increase (cumulative) in the original project completion date.	3 to 6 month increase (cumulative) in a project-level milestone date	Any change of a project-level milestone date of more than (1) one month	Any change of a project-level milestone of less than one month, unless the change negatively impacts a Critical Decision milestone

Changes to the project's baseline are controlled in a manger that provides traceability and accountability to contract changes, Performance Measurement Baseline replanning, formal rebaseline activities, and baseline maintenance. Types of internal and external baseline changes are discussed in the following sections.

4.1   Internal Replanning

PNNL may prepare and implement internal change requests for review and approval within the limits of the PEP-approved Level 3 thresholds, as necessary to accommodate budget, schedule, or technical scope changes. The objective of internal replanning is to reflect a more accurate and realistic project plan. It is sometimes necessary to perform replanning actions that are within the scope of the project. These replanning actions may be appropriate to compensate for budget, schedule, and technical problems that:

- Have caused the original plan to become unrealistic.
- Require a reorganization of work or personnel in order to increase the efficiency for accomplishing the effort.
- Require different engineering or construction approaches.

During internal replanning, it is important to ensure that overall project scope, budget, and schedule objectives are supported and retroactive changes are avoided to ensure the integrity of project performance data.

Internal replanning is intended for in-scope changes and replanning of future work. Internal replanning to accommodate adjustments to future work (e.g., project scope evolves or as technical approaches change) is a normal project management process. The effect is most easily seen in changes to the schedule and budget distribution. All budget changes to the baseline as a result of internal changes are documented in a baseline change request and follow change control processes as defined in this procedure.

4.2   Formal Rebaseline

The formal rebasline process is a comprehensive replanning effort of the remaining work on the project. A rebasline occurs when there is <u>recognition by the customer and PNNL</u> that in order for the project baseline to continue to be a useful management tool, significant changes are necessary. Common reasons for a formal rebaseline to the remaining PMB include substantial changes to funding profiles, subcontract bids being significantly higher than budget, significant additional or changes to work scope that affects the budget and schedule of a project, or delays to schedules because of insufficient timeframes for acquiring approvals.

The mechanics of implementing a rebaseline action depend on the desired outcome. For instance, if the desired outcome is a PMB which serves as a more effective indicator, then previous cost variances might be eliminated. If a more realistic schedule is the principal objective, the previously reported schedule variances would be eliminated. If both the budget and schedule baseline were decidedly insufficient to serve as a useful management tools, both cost and schedule variances (to date) would be eliminated.

The three (3) potential methods for implementing a rebaseline action include:

1. Elimination of schedule variance

In this method, for affected control accounts, the time-phased budget (BCWS) is set equal to the earned value (BCWP) to date. This method would be selected if the budgetary element of the baseline is still valid while the schedule element is decidedly unrealistic or unachievable. Remaining BCWS would then be spread over the forecasted completion dates.

2. Elimination of cost variance

In this method, the affected control account earned value (BCWP) is set equal to the project actual cost (ACWP) and the schedule variance is maintained by adjusting the BCWS by the difference between the earned value (BCWP) and the time phased budget.(BCWS). This method might be selected if the reason for the rebaseline is that the existing budget baseline was decidedly insufficient to serve as a meaningful management tool. The future portion of the PMB would be established based on a thorough re-estimate of the anticipated costs to complete the project (EAC). To the extent that the new EAC exceeds the previous Contract Budget Base (CBB), a revised baseline budget must be approved through the change control process.

3. Elimination of both schedule and cost variances

In this method, both BCWS and BCWP are set equal to actual cost (ACWP), with the new approved EAC spread over a realistic schedule for all remaining work. This method would be selected where

both the remaining budget <u>and</u> schedule parameters no longer serve as a meaningful baseline against which to measure and report performance.

Regardless of which rebaseline method is used, all rebaseline efforts are coordinated with the customer and must be dispositioned through the project change control process before a new baseline is established. Under no circumstances is a project rebaseline initiated to mask variances that can be corrected by management action and/or attention.

5.0   Baseline Change Control Procedure

Regardless of the type or level of change, baseline change control consists of six general steps. The key to change management is to always consider these general steps and consciously decide how best to accommodate or control each separate change. The six general steps are:

1. Identify or propose a necessary change to address changes to contractual scope, schedule, and budget constraints.

2. Require that the proposed change be a written submittal.

3. Evaluate the change with respect to project impacts, particularly scope, schedule, and budget.

4. Approve/Reject the change at the appropriate approval level.

5. Incorporate approved changes into project baseline planning documentation and related contracts.

6. Evaluate the change by assessing actual project impacts resulting from the change against the Performance Measurement Baseline.

5.1   Baseline Change Request Preparation

A BCR is initiated whenever there is a change that impacts the scope of work, schedule, and/or budget elements of the project baseline, or the baseline is impacted by outside influences such as funding limitations or directed schedule delays. Each BCR must consider impacts to the project baseline -- scope, schedule, and budget. If scope has not been added or changed, but budget and/or schedule variances exist, variances will be tracked and reported, and CAMs, in coordination with the PNNL Project Manager, will be responsible for determining impacts and corrective actions. See Figure 5.1 for additional details on baseline scope, schedule, and budget changes; the change control process; the most likely potential sources of changes to the Project baseline; and the interface with facility configuration control.

Proposed changes are documented using the BCR form contained in Attachment A plus any supporting attachments needed to clarify details of the proposed change. The originator will contact the Project Controls staff to obtain a change control number and assistance in completing the BCR form according to the instructions in Attachment B, including sufficient supporting documentation, which will be attached to the BCR form. It is strongly recommended that the originator hand mark the requested changes on copies of the baseline documents to facilitate effective review and disposition of the BCR.

When a proposed change requires immediate action because of adverse impacts to other work scope or to the baseline budget or schedule, the originator may designate the BCR as an "Immediate Action" change with limited supporting documentation. Initial disposition of an Immediate Action BCR may be obtained by telephone, but any such disposition must be documented in writing within five working days from the date of disposition. Approval received by telephone must be noted on the BCR form before implementation. The originator must submit full supporting documentation for an Immediate Action BCR through the normal signature process within five working days after the date of the disposition.
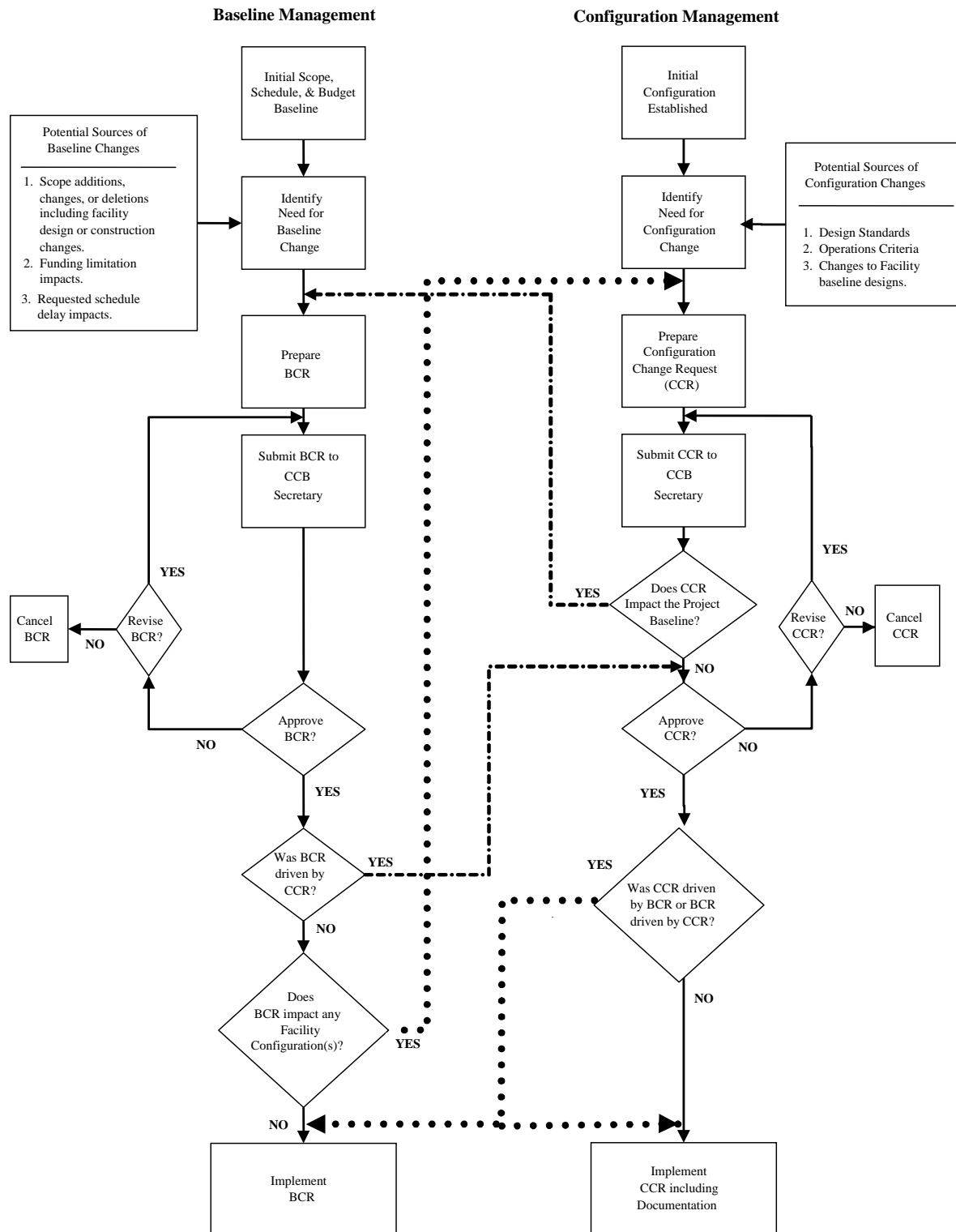
Baseline Management   **Configuration Management**

Figure 5.1. Baseline Change Control Process and its Relationship to Configuration Change Control

Modifying a BCR that has already been dispositioned is not permitted, except as noted in Section 5.4; therefore, adding full (or different) documentation to an Immediate Action BCR that was previously dispositioned will require a new BCR to be prepared to fully describe the change.

5.2   Baseline Change Request Reviews

As a minimum, all BCRs will be reviewed and signed by the originator; the responsible CAM(s), the responsible Project Manager, and the designated Disposition Authority (see Table 4.1). The Project Manager or Disposition Authority may add other reviewers as necessary.

5.3   Baseline Change Request Disposition

There are three possible dispositions for a Baseline Change Request -- approved, disapproved, or approved with comment.

For projects not required to implement DOE Order 413.3, the PNNL Project Manager follows the change control disposition and approval process documented in the project PEP.

The reminder of this section relates to projects that are required to implement DOE Order 413.3. Change levels discussed are defined in Table 4.1 and change request disposition is as follows:

- All Level 0 and 1 changes must be pre-approved by the PNNL Project Manager or the Level 3 CCB. The PNNL Project Manager will forward these changes to the Federal Project Director for disposition within DOE as appropriate. Project baseline changes that meet the threshold for a Level 0 or a Level 1 change cannot be implemented without additional approval by DOE-HQ.

- All Level 2 changes must be pre-approved by the PNNL Project Manager or the Level 3 CCB. The PNNL Project Manager will forward these changes to the Federal Project Director for disposition as appropriate. Project baseline changes that meet the threshold for a Level 2 change cannot be implemented without approval by the Federal Project Director.

- Level 3 changes are dispositioned by the PNNL Project Manager. If the CCB is convened as described in Attachment C, the PNNL Project Manager or designee will serve as the CCB chairperson for Level 3 changes.

Meetings of the CCB will be scheduled on an ad hoc basis. To enable the board to efficiently conduct its affairs, the Project Controls Manager will act as the Change Control Administrator. The Change Control Administrator will schedule change control board meetings and be responsible for screening classification of all changes. In addition to routine changes, there are several instances where procedural variances exist to accommodate special circumstance changes.

Immediate Action Changes – Changes whose urgency requires an accelerated approval by the cognizant authority, either the FPD for Level 2 or higher or the PNNL Project Manager for Level 3 changes. The immediate action change will be processed using a change request without backup material. Within five working days after such immediate action change provisional approval, the change will be submitted to the CCB for evaluation and final approval.

Changes During Construction – Routine changes that occur during the course of facility construction will be handled in accordance with their classification assignment.

5.4   BCR Modifications

Modifications to dispositioned BCRs are allowed only for administrative/typographical changes that do not affect the scope, schedule, or budget content of the change. These changes are to be made in ink, initialed, dated, and approved by the Disposition Authority. Modifications made to a BCR before obtaining the signature of the Disposition Authority will be considered a revision and marked as such in box 3 of the BCR form.

5.5   Baseline Change Implementation

Approval of a BCR authorizes work and budget (the cost estimate), but does not authorize expenditure of funds beyond current project funding authorization levels for the WBS element for which a change is requested/approved. If needed, additional funding will be authorized by a separate document (e.g., supplemented funding authorization) after BCRs (work and budget) are approved consistent with EVMS-P-4, *Work Authorization and Funds Management Procedure*.

For changes related to projects required to implement DOE Order 413.3, Level 0, 1, and 2 changes that are originated and dispositioned as approved by DOE are "directed changes." Directed changes that impact baseline scope, schedule, or budget are implemented by the Project in conformance with this plan and procedure.

Implementation of an approved BCR requires that the following actions be completed:

- Baseline scope must be revised, e.g., WBS, dictionary sheets, etc.
- Baseline schedule and milestone logs must be revised
- Baseline budget must be revised.
- Baseline change control database must be updated according to Section 5.6

Technical configuration controlled and non-baseline documents, if impacted, must be revised. See Figure 5.1 for the interface between BCRs and configuration control process.

5.6   Baseline Change Control Log

A baseline change control log is maintained by the Project Controls Manager and contains, as a minimum, the following information:

- originator
- date the control number was assigned (log date)
- priority - immediate action or routine
- control number, title, and level
- brief description of change
- transmittal date
- disposition and date of disposition

- date the change was implemented
- scope changes
- schedule changes
- budget changes.

5.7   Records

BCRs and all supporting attachments generated by this procedure are project records and are addressed in accordance with the project records management process.

6.0 References

ANSI/EIA-748-A, Earned Value Management Systems. American National Standards Institute/Electronic Industries Association.

DOE Order 413.3A. "Program and Project Management for the Acquisition of Capital Assets." U.S. Department of Energy, Washington, D.C.

DOE Manual 413.3-1, *Project Management for the Acquisition of Capital Assets.*

DOE Project Acquisition Plan Guide. U.S. Department of Energy.

PNNL Earned Value Management System Manual, System Description and Implementing Procedures. (Latest Revision.)

EVMS-P-4, *Work Authorization and Funds Management*

Attachment A – Baseline Change Request Form

PROJECT BASELINE CHANGE REQUEST				
1. WBS Title:	**2. Level**	**3. Number**	**4. Log Date**	**5. Date Approval Needed**
6. Originator: _____ **Phone:** _____				**7. Priority** [ ] Immediate Action [ ] Routine
8. Title of Change: Description**:**				
9. Other Related Change Requests	**10. Configuration Change Request initiated?** Yes _____ No _____			**11. Baseline Impact** [ ] Scope [ ] Schedule [ ] Cost
12. Benefits of/Reasons for Change:				

13. Impact on Budget: **Budget Change**
Affected WBS Element: _____   Amount: $ _____K
Affected WBS Element: _____   Amount: $ _____K
Affected WBS Element: _____   Amount: $ _____K
                                        Total Project Budget: $ _____K
 	
Is a cost re-baseline justified?   Yes _____ No _____
 	
Funding Expenditure Authorization Required By: _____
                                       Date
Comments:				

14. Impact on Schedule: Is a schedule re-baseline justified? Yes _____ No _____				
15. Impact on Work Scope:				

A.1

16. Impact on Authorized Funding:	**Funding Change**
Affected WBS Element: _____	Amount: $ _____K
Affected WBS Element: _____	Amount: $ _____K
Affected WBS Element: _____	Amount: $ _____K
Total Project Funding: $ _____K	

17. Does this change impact a technical requirement contained in the project technical baseline documentation?
        Yes _____   No _____   If so, what requirement(s)?

18. List of Documents Affected:	**19. DOE/Client Directed Change?** Yes _____ No _____ Directed By:

20. Project Risk associated with implementing this change?   Yes _____ No _____
     (Risk = things that could go wrong)

21. Impact if Change Is Not Made:

22. Is a technical review required?   Yes _____ No _____

23. Disposition of Change: [ ] Approved   [ ] Disapproved   [ ] Approved with Comments

Comments:

24. Remarks:

25. PNNL Approvals	**26. Federal Approval**
  Originator Date	 Federal Project Director Date
  Work Package Manager Date	
  Control Account Manager Date	
  PNNL Project Controls Manager Date	
  PNNL Project Manager Date	

Attachment B – Baseline Change Request Instructions

NOTE: Complete <u>all</u> blocks of the form. Use N/A where appropriate.

<u>Block</u>   <u>Content</u>

1. Enter the work breakdown structure (WBS) title.

2. Enter the change level.

3. Enter the baseline change request (BCR) control number; include this number in the footer for all pages.

4. Enter the date the BCR control number was received.

5. Enter the date by which approval is needed.

6. Enter the name and phone number of the person originating the BCR.

7. Enter an "X" in the box designating the priority of the change. All BCRs are labeled "Routine" unless the request fits the criteria for Immediate Action identified in Section 5.1 of the *Baseline Change Control Procedure*, EVMS-P-7, latest revision. (Information regarding the need for immediate action is identified in box 19).

8. Enter a short title for the BCR to be referenced by, along with a description of the change. The description must thoroughly describe the proposed change and identify the affected WBS elements.

9. Identify numbers of other BCRs that are related to this change.

10. Mark "Yes" or "No" to indicate if this BCR was a result of a Configuration Change Request.

11. Enter an "X" in the appropriate box to determine applicable impacts. Each box marked must have an impact description identified in the associated block (13, 14, and 15).

12. Clearly identify the reasons the change is being proposed, including any benefits of the change.

13. Identify ANY impact to the baseline budget. This would include any changes to budget, including management reserve. Mark "Yes" or "No" to indicate if you believe a budget re-baseline will be required as a result of this BCR being approved. Complete the line "Funding Expenditure Authorization Required By" by stating when funds to match the authorized budget estimate must be received by Pacific Northwest National Laboratory (PNNL) to execute the change. It is appropriate to include a fiscal year funding expenditure authorization requirements table when funding needs are spread across tasks and fiscal years.

14. Identify all impacts to the baseline schedule. This includes any impacts to milestones, baseline schedule activities, or interfaces with other organizations. A marked up copy of the current schedule

may be provided, if useful for clarification. Mark "Yes" or "No" to indicate if you believe a schedule re-baseline will be required as a result of this BCR being approved.

15. Identify all impacts to scope. This includes any changes/additions/deletions to the WBS, work scope, and/or deliverables or milestones. Include technical references where possible, e.g., drawings, design criteria, and supporting documents. The current condition and the proposed change is described, and the technical description must be sufficiently definitive to implement modifications to structures, systems, components, and documentation.

16. Identify ANY impact to authorized funding. To the extent possible, funding for changes affecting the baseline budget should first come from favorable cost variances. If this is not possible, additional funding must be allocated to the affected WBS elements consistent with the project funds management process. Funding changes are also documented on Control Account Agreement Forms.

17. If the change impacts a project requirement, state the requirement and justification for its proposed change.

18. Identify a complete list of significant documents affected by this change.

19. Mark "Yes" or "No" to identify if this change was directed by the DOE or client and identify the party or program office directing the change.

20. Identify key things that could go wrong or increase project risk if this change is implemented. Consider safety, PNNL/DOE reputation, customer/supplier reaction, etc.

21. Identify any impacts (scope, schedule, cost, or other) to other WBS elements (at the Project Control Account and/or Work Package Level, if necessary) if the change is not approved.

22. Indicate if a technical review is required.

23. The Disposition Authority indicates the final disposition of the BCR.

24. Any remarks significant to this change is included here. This can be made by the originator, Disposition Authority, or others requiring comments pertinent to the change.

25. Signature block for required PNNL approvals; others may be added as needed.

26. Signature block for required DOE approvals; others may be added as needed.

- Provide sufficient supporting documentation for scope, schedule, budget, and technical impact analysis, such as:

- Scope impact (WBS elements affected, work scopes, design requirements/media/drawings/sketches, specifications, primary performance parameters, acceptance test procedures, maintenance/operations manuals, etc.).

- Schedule impact (WBS and schedule activities affected and impacts to their schedules, and/or funding expenditure dates).

- Budget impact (WBS elements affected, resources, type of costs/expense, etc.).

- Affected baseline document sections marked up by hand or electronically to aid identification of requested changes and to help the reviewers understand and disposition the requested changes.

Attachment C – Baseline Change Control Board Charter

1.0 Purpose

A Project Change Control Board (CCB) is established to maintain continuity through review and disposition of proposed changes to the approved project baseline scope, schedule, and budget. The CCB chairpersons or their designees, may, in accordance with the EVMS-P-7, *Baseline Change Control Procedure*, provide disposition without a formal CCB meeting by obtaining necessary approvals.

2.0 Scope

The CCB may be convened and may review and recommend dispositions to proposed baseline change requests (BCRs) submitted in accordance with the EVMS-P-7, *Baseline Change Control Procedure*.

3.0 Change Control Board Operations

A CCB is convened to evaluate all Level 0, Level 1, Level 2, and Level 3 requested changes. Membership of the CCB is comprised of a CCB chairperson, permanent members, and temporary members. The Federal Project Director or designee chairs the board for Level 2 requested changes, and the PNNL Project Manager chairs the CCB for Level 3 requested changes, as indicated in Table A.1.

3.1 Membership Function

CCB members function in advisory roles to assist in evaluating the proposed change and to make recommendations to the chairperson regarding the change disposition. The CCB chairperson makes the change disposition decision and obtains appropriate concurrences from permanent board members.

The following is a list of CCB functions:

CCB Chairperson

- schedules and presides over CCB meetings
- dispositions appropriate levels of BCRs
- selects temporary members for CCB meetings.

CCB Members

- assist CCB chairpersons in evaluating proposed changes and provide disposition recommendations to CCB chairpersons

- present BCRs and justify proposed changes to CCBs

- assist CCB chairpersons as subject matter experts in evaluating proposed changes and providing disposition recommendations related to their areas of expertise.

3.2 Meetings

CCB meetings are scheduled and convened at the direction of the chairperson to determine the disposition of proposed changes within the time frame specified in EVMS-P-7, *Baseline Change Control Procedure.*

3.3 Disposition

Changes are dispositioned as follows:

- approved (approved as presented)
- approved with comments (approved if certain modifications are made)
- disapproved.

For BCRs approved with comments, information is included in the BCR to explain clearly the application of the comments for implementation and logging purposes. For disapproved BCRs, the reasons for disapproval are stated on the BCR form contained in **Attachment A**. For complex changes, the CCB may identify the need for an implementation plan. The CCB chairperson assigns responsibility for plan preparation, determines the schedule for completing the plan, and approves the plan.

Table A.1. Change Control Board Memberships/Chairmanships

Participant	Level	Function	Membership Status
Secretarial Acquisition Executive (SAE) or Designee	0	Level 0 Chairperson Disposition Authority	Permanent
Program Secretarial Officer (PSO) or Designee	0-1	Level 0 Member; Level 1 Chairperson Disposition Authority	Permanent
Federal Project Manager or Designee	0-2	Level 0-1 Member; Level 2 Chairperson Disposition Authority	Permanent
PNNL Project Manager or Designee	0 – 3	Level 2 Member; Level 3 Chairperson and Disposition Authority	Level 0-1 Temporary Level 2-3 Permanent
Change Presenter [*]	0 – 3	Member	Temporary
Subject Matter Experts [**]	0 – 3	Member	Temporary
[*] Individual is selected by the CCB chairperson to present changes to CCB. This individual, in most cases, is a representative of the organization(s) that requested and prepared the changes.			
[**] Subject matter experts from disciplines affected by changes may be selected by the CCB chairperson to represent their disciplines on CCBs. The discipline specialists may be representatives from any one or all of the project organizations; technical specialists, facility operations specialists, financial specialists, contract specialists, etc.			